



2010 annual report



Missouri takes
reemployment
services to the
NEXT GENERATION



Missouri Department of Economic Development
Division of Workforce Development

Dear Fellow Missourians,

Missouri has a highly productive, innovative workforce that is second to none. As your Governor, I am proud to share that fact when I travel the country and the world. The men and women who make up our state's workforce are our prized resource as we confront the many challenges in creating jobs and transforming our economy for the 21st century.



Through our actions to stimulate business growth, innovation and new technology, and our ground-breaking skill-development initiatives like Show-Me Heroes, WorkReadyMissouri and our nationally-recognized summer youth employment programs, we are committed to making sure Missouri's workforce is trained, skilled and ready to fill the high-tech, high-paying positions that 21st century employers and new companies demand.

I applaud the professionals of Missouri's workforce system in serving job seekers and businesses with the utmost quality. Congratulations on another successful year, and best wishes in your continued efforts to train Missouri's workforce for the jobs of tomorrow.

Sincerely,

A handwritten signature in black ink, appearing to read "Jay Nixon".

Jeremiah W. (Jay) Nixon
Governor

Fellow Missourians,

I am pleased to provide you with our 2010 Annual Report for the Missouri Division of Workforce Development, which documents our accomplishments and successes in assisting Missourians with building skills and obtaining career-supporting employment over the past year.

Creating new jobs and boosting investment in the state of Missouri will always be the top priorities of the Missouri Department of Economic Development. With our state economy beginning to show signs of a strong rebound in the first half of 2010 and more businesses choosing to invest in Missouri, the importance of having a trained and highly skilled workforce was never clearer. We are fortunate to have the exceptional efforts of the Division of Workforce Development and its partners leading our efforts in this area, connecting our outstanding Missouri workers with new careers and continuing to build their skills through bold, innovative career assistance services.

While we work tirelessly to create and retain high-paying jobs in the present tense, it is imperative that we keep our eyes trained on the future. To meet Governor Jay Nixon's call to transform our state's economy to embrace the high-tech, high-growth jobs of the 21st Century, the work of our career-assistance professionals with DWD will be crucial. I applaud their hard work and level of excellence in making sure Missouri's job seekers and businesses receive the very best career services available each and every day.

Sincerely,



David Kerr
Director
Missouri Department of Economic Development



Dear Workforce System Partners,

This 2010 Annual Report builds on last year's successes by kicking off not one but two nationally-recognized summer youth programs. We also launched major initiatives to help meet the specific needs of our veteran and unemployed customer groups, and planned and implemented the most significant change in Missouri's Career Center system in a generation.

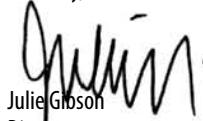
We did this, both in response to—and while dealing with—continued economic challenges which caused an unprecedented number of people to seek our valuable career assistance services.

During it all, we built the foundation for the next generation workforce.

As I have said many times, these overwhelming successes would not be possible without the collaboration of partners working toward the common goal of a high-functioning, customer-responsive workforce system.

My sincere thanks for your diligence and dedication in making Missouri's workforce system a national example.

Sincerely,



Julie Gibson
Director,
Division of Workforce Development





ANNUAL REPORT

The Division of Workforce Development (DWD) provides a robust menu of vital services, including access to skill-building training, career connections for job seekers and human resources assistance for businesses.

These services are provided through a collaborative system that includes the Missouri Department of Labor and Industrial Relations, Division of Employment Security, Missouri Career Centers in 43 locations, 14 local Workforce Investment Boards and 12 community college districts and other local educational agencies across the state.

In this report we describe the workforce system's ongoing advancements to equip Missouri's workforce with the training and skills needed by employers to compete in this 21st century economy.

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MISSOURI TAKES REEMPLOYMENT SERVICES TO THE NEXT GENERATION

After about a year of planning and preparation, Missouri's workforce system kicked off one of the most significant changes in the workforce system in a decade. Starting in July, 2010 customers of Missouri's "Next Generation Career Centers" will now receive a much wider array of valuable no-cost skill development and training services, delivered through streamlined functional teams.

Economic conditions and other forces have created an unprecedented demand for reemployment and training services at all Missouri Career Centers throughout the state. And the change in demand is also qualitative: many workers in need of high-wage jobs do not have the skills to enter new and emerging industry sectors, while many high-skilled workers are accessing career assistance services for the first time.

That is why DWD and Missouri's Local Workforce Investment Boards collaborated to implement the **Next Generation Career Center (NGCC)** initiative, which streamlined customer flow processes and integrated service delivery to significantly increase the number of Career Center customers accessing higher-level career services. To reduce the bureaucratic paperwork burden on customers and staff, DWD requested a waiver of some eligibility documentation requirements from the US Department of Labor. The Department granted this pilot

project for a period of two years. Integration of individualized service delivery occurs through three functional teams—Welcome, Skill Development and Employment—staffed with cross-trained individuals from the various workforce partner agencies.

For the customers, the greatest part of NGCC is the expanded "Product Box" of products and services that cover everything from the new WIN skills assessment—which identifies individuals' strengths and areas for development and can lead to a **National Career Readiness Certificate**—to information regarding on-site career exploration workshops. During the initial launch, DWD deployed a new graphic laminated "Menu" (shown on p. 5) developed to showcase all the new products. One of the new technology-based products is the MissouriConnections.org Career Planning website. Used previously by Missouri students to plan their career and education paths, **MissouriConnections** was made

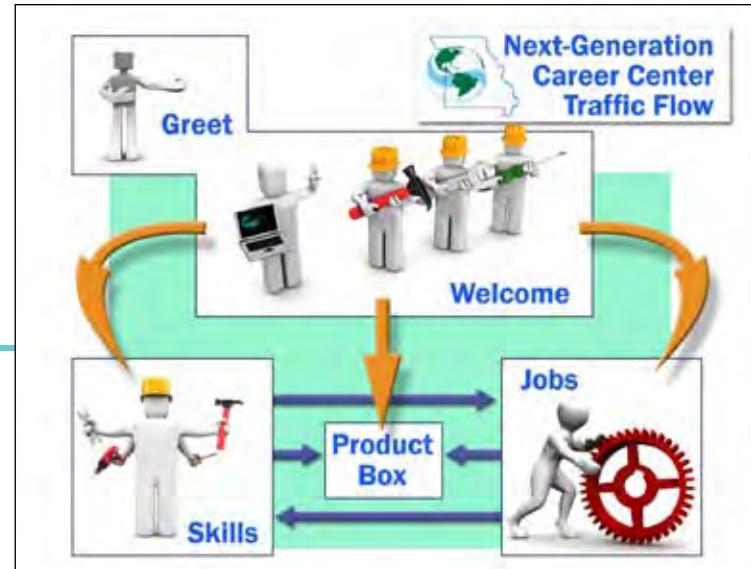




available to adult job seekers through the Missouri Career Centers as part of the NGCC initiative and with the support the Missouri Department of Elementary and Secondary Education (DESE).

Local workforce regions are touting the benefits of NGCC as accolades from customers roll in. In an interview with KFVS-TV in Cape Girardeau, Southeast WIB Director June O'Dell said onsite workshops will save job seekers time and money. NGCC has spawned a wave of local innovation, as local Career Center staff are empowered to better serve customers:

- Career Centers in Kansas City, Joplin and Monett have **stand-up kiosks** in their welcome team areas to make signing up for NGCC services more convenient. Each kiosk allows a staff member to assist multiple customers with MissouriCareerSource.com registration.
- The South Central WIB used the **NGCC Menu** to describe career resources to companies interested in locating in the area. WIB Director Melissa Robbins said, "Our career centers are an asset to our communities and the menus are a great way to market that asset." Many regions developed additional menus that describe products and services available at specific local career centers.



- The St. Louis Agency for Training and Employment (SLATE) effected several transformations in the past year, including a relocation of its headquarters and actualizing the concepts of the Next Generation Career Center. The staff is highly enthused about the team approach to handling Welcome, Skills, and Jobs. Customers are responding favorably to the new service-delivery format and increased services, including the WIN Initial Assessment.
- To help customers find information, Warrenton Career Center Functional Leader JoAnn Toerper developed a uniform, **function-based resource setup** on all center computer desk tops.
- St Louis County-Deer Creek Career Center Functional Leader Frank Alaniz developed a "**Mind Map**" worksheet to help customers research and trace different paths to finding employment.
- DWD shares **policy updates, best practices, new creations** and other helpful information in regular "NGCC Updates" to the workforce system.



YOUTH PROGRAMS BUILD FUTURE CAREER SKILLS

Partnership. Teamwork. Collaboration. However you describe it, the overwhelming success of Missouri's two 2010 summer youth programs was the result of how agencies, businesses, people and communities came together to provide over 6,500 young people invaluable work experience through summer employment opportunities.

State Parks Youth Corps

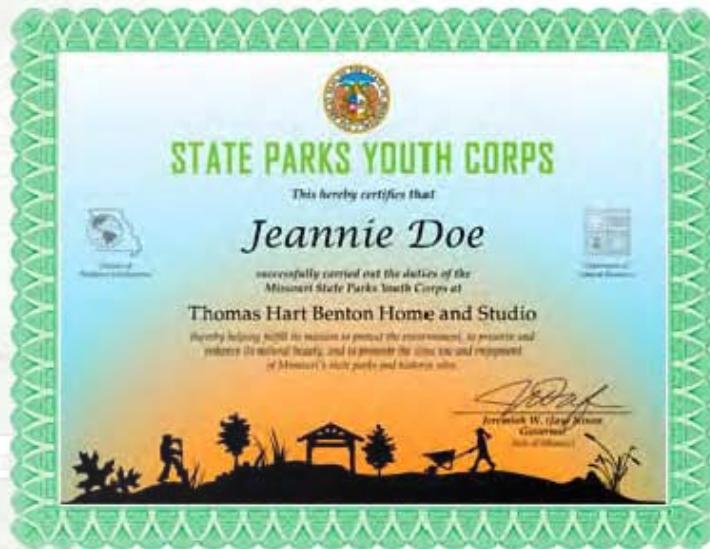
Beginning in May, 2010, the first-ever Missouri State Parks Youth Corps (SPYC) was launched across the state. Representatives from the Missouri Division of Workforce Development and Division of State Parks and Missouri's 14 Workforce Investment Boards worked hand-in-hand to place young people in paid positions in 85 state parks and historic sites across Missouri. More than a thousand SPYC participants spent the summer working on such diverse projects as trail-building, leading tours, excavating historical sites and designing marketing campaigns.

Through this challenging and rewarding work, these young people developed critical career skills and provided an economic boost to their communities.

The program received much well-deserved recognition: Missouri's State Parks Youth Corps was lauded by dozens of media articles—from the *Kansas City Star* to *Ozarks Outdoors Magazine*—and was recognized

with the 2010 President's Award from the National Association of State Park Directors. This award honors extraordinary contributions at the state level to furthering the goal of a system of state parks. The widespread acclaim showed the nation that once again, the Show-Me State lived up to its name.

This achievement was not possible without the synergy among committed partners. What was the key?





“The young people who made the State Parks Youth Corps a success have helped preserve Missouri’s natural and cultural history, and they’ll be our state’s conservation leaders in the future. I am extremely proud of the work they have accomplished this summer. Our entire state is a better place because of their dedicated work.”

— Gov. Jay Nixon

- Shared commitment to the vision: Early planning among the key agency officials—at all levels—helped build the common understanding and buy-in to the ultimate objectives of the program.
- Joint problem-solving: Over 60 youth counselors from Missouri’s 14 Workforce Investment Regions worked with state parks supervisors to make sure the right youth were connected with the local park’s particular needs and any logistical hurdles were addressed. Weekly conference calls with state and local staff kept everyone informed of the latest performance outcomes, success stories and needs for assistance.
- Strategic integration of resources: Each agency’s respective mission/expertise informed the design and implementation of the program, while federal stimulus dollars funded the wages of the youth. Based on data from daily performance reports, DWD provided targeted advertisements to augment local outreach efforts.
- Sheer Missouri perseverance: As would be expected, the launch of a brand new program of this magnitude had some hurdles and pitfalls—especially during the hottest summer in recent record. At times,

dowright tenacity and dedication kept everyone on track.

- Commitment to results: While many organizations tout this, the SPYC partnership demonstrated it with results the national state parks agency called “unprecedented since work by the Civilian Conservation Corps in the 1930s.” These results include building the first designated mountain biking trail at Finger Lake State Park, planting a new urban garden at Scott Joplin State Historic Site and restoring a historic boat at Lewis and Clark State Park. At the end of the summer, these young people had signed and blazed more than 660 miles of trail, reroofed more than 25 structures, and applied more than 1,500 gallons of paint and stain. A Seasonal Naturalist with Trail of Tears State Park called her crew “one of the best that we could have assembled.”





The Missouri Summer Youth Program over the last two years employed over 14,200 people generating over \$18.4 million in direct income benefits for its participants and added over \$5.7 million in indirect personal income to the state. In addition, nearly \$11 million was added to the Missouri Gross State Product (GSP) from the additional consumer spending associated with these wages.

Missouri Summer Jobs Program

Teaming up with hundreds of Missouri businesses and agencies over the summer of 2010 provided life-changing experiences for over 5,500 of our state's youth to help prepare them for careers of the 21st century. Modeled after 2009's wildly successful Next-Generation Jobs Team, the Missouri Summer Jobs Program was made possible when DWD applied for an expedited grant from the U.S. Department of Health and Human Services through the American Recovery and Reinvestment Act (ARRA). With this funding, the wages and workers' compensation of the youth hired for summer work experiences at participating businesses were covered, plus the workforce system's business liaisons provided ongoing guidance and support.



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Missouri's Official Page for Workforce Development Information



Follow us @MO_Workforce

Missouri's 2010 State Parks Youth Corps and Summer Jobs Program will long stand as an example of the enduring value and unprecedented achievement that is possible when agencies, people and communities strive toward a common goal.

Missouri Summer Jobs Program

EMPLOYERS: Help build the skills for the workforce of tomorrow!

The 2010 **Missouri Summer Jobs Program** will connect youth and young adults, ages 16 to 24, to an exciting work experience or internship at your business this summer.

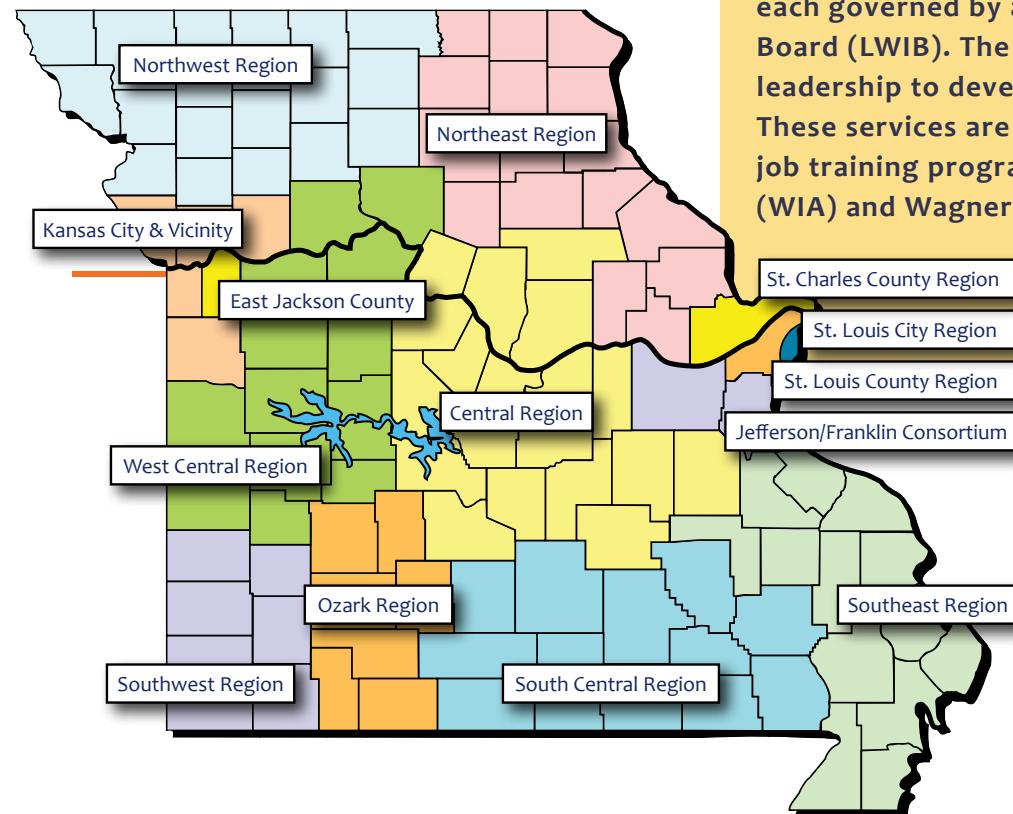
The best part is, the wages and worker's compensation are covered and our business liaisons make sure you get the right candidate, with ongoing guidance and support.

Please step forward **today** and give a young Missourian the opportunity of a lifetime. Contact **Brandi Glover** at **(800) 733-6381** or **bglover@nemowib.org**!

Find out more at summerjobs.mo.gov.



DWD marketed the Missouri Summer Jobs program to businesses with ads like this.



MoWIB provides updates from the workforce system's partner agencies in the 'MoWIB in the Know' newsletter, published each quarter.

The Missouri Workforce Investment Board (MoWIB) sets workforce policy for Missouri's local workforce areas and strengthens ties among state workforce, education and economic-development agencies.

MoWIB advises Missouri's workforce partners in implementing innovative strategies to ensure a prepared workforce for the new economy. Formerly the Missouri Training and Employment Council, MoWIB is currently a 37-member board, a majority of which represents high-level management representatives from Missouri's most progressive and successful companies. The Board meets quarterly and engages the Directors and Commissioners of six state agencies to meet the objective of strengthening Missouri's workforce system.

**MoWIB Chair
Mike Deggendorf**

**MoWIB Executive
Director Nia Ray**



The image shows the front page of the Missouri Workforce Investment Board (MoWIB) newsletter. At the top left is the MoWIB logo, which includes a circular emblem with a sunflower and the text "Missouri Workforce Investment Board". The title "MoWIB In the Know" is prominently displayed in large, stylized letters at the top right, with a sunflower graphic integrated into the letter "I". Below the title is a horizontal navigation bar with three tabs: "Missouri Economic Development", "Missouri Workforce", and "Missouri Job Training". The main article, "Gov. Nixon obtains \$192M to expand broadband, spur economic development", is centered in large, bold, black text. Below the article is a brief summary and two links: "Read Story 1" and "Read Story 2". To the left of the main article is a sidebar titled "Missouri Workforce Investment Board News" containing several news items with small icons. To the right of the main article is another sidebar titled "Missouri Job Training News" also containing several news items with small icons. At the bottom right is a circular graphic for "Missouri Workforce Investment Board" featuring the Missouri state seal.



WORKFORCE SOLUTIONS GIVE MISSOURI BUSINESS THE EDGE

Missouri's businesses are critical to the success of a long-term healthy economy and Missouri's workforce system assists them through various training programs, financial incentives, hiring assistance and other business services. These solutions are provided through a cohesive partnership within the Workforce System that includes the DWD, Missouri Career Centers, the Workforce Investment Boards, the Missouri Community Colleges, and the Department of Economic Development.

Missouri's Industry Training Programs

offer flexible, responsive and customized training specifically tailored for a company's needs. In Missouri, industry training is comprised of the following three programs: the Missouri Customized Training Program, the Community College New Jobs Training Program and the Community College Job Retention Training Program. The three programs are all state-funded and designed to help eligible companies create or retain jobs in the state. They lower the cost of locating a new facility or maintaining a facility in Missouri by assisting with funding for training services. Training assistance is available for training new hires, preemployment training, incumbent worker training, technical skill training, and soft skills training. Participating businesses range in size, depending on the program, and include various types of industries.

The Missouri Customized Training Program is operated by local educational agencies, and

the Community College New Jobs Training and Job Retention Training Programs are operated exclusively by the community colleges. The community colleges are important partners and critical to the success of these programs. Missouri hosts a strong community college network that excels at merging economic development with workforce development.

Accelerated Training is a new venture partnering DWD with the community colleges, utilizing the workforce system. The DWD provided ARRA funding to Missouri community colleges for the purpose of developing short term, accelerated programs for demand occupations/industries with an emphasis of recruiting dislocated workers to the courses.

The **Work Opportunity Tax Credit Program (WOTC)** unit received 60,000+ certification requests in PY09. This is the highest number ever received in one year and a 30% increase from PY08. The program



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backlog fluctuates between 10,000 and 13,000, with requests being processed in less than 90 days. The WOTC program can reduce a business' Federal tax liability through the hiring of applicants from 12 targeted groups facing barriers to employment. There is no limit on the number of qualifying new hires per business or total amount of tax credits distributed per year, making WOTC a very popular program. The WOTC unit is made up of five tax credit specialists, a program coordinator and an office support assistant.

Recruitment Assistance: Missouri Career Centers offer personalized recruitment assistance to help businesses meet their labor needs. A network of local Business Representatives are dedicated to help companies access assistance with recruiting, screening and hiring potential employees at no cost to the business. The Business Representatives provide one-on-one service to connect companies with Missouri Career Centers and their professional staff that assist with writing effective job listings, advertising the job opportunities on www.MissouriCareerSource.com, accepting applications on the employers behalf, pre-screening of applicants based on specific hiring criteria, and assessing applicants on their skills and abilities with aptitude tests in several areas including math and reading.

Business Representatives add the personal touch in customer service and customize recruitment efforts specific to each company's needs.

On-the-Job Training (OJT):

Missouri has embarked on a renewed emphasis by offering On-the-Job Training services. This emphasis has earned the state national recognition as a leader in OJT programs by USDOL. The OJT program—offered through Missouri's workforce system—helps businesses save training costs while providing training to eligible new hires in vital jobs. The OJT program provides a cost savings to businesses by reimbursing 50% or more of the wages of workers hired through this program and provides skilled labor to the businesses.



WorkReadyMissouri

is a pilot project aimed at providing short term, on-site occupational training to 1,000 individuals receiving Unemployment Insurance (UI) benefits. This program provides a new way not only for the unemployed to gain new occupational skills and maintain a connection to the workforce; it is also an opportunity for businesses to train potential employees prior to hiring.



PROGRAMS FOR TARGETED POPULATIONS

The best results come when job seekers get the right mix of services. Missouri's workforce system provides specific programs to meet the unique employment needs of various populations.

Serving Those Who Served

In January 2010, Gov. Nixon announced his Show-Me Heroes initiative to connect military veterans with job opportunities and to showcase Missouri businesses pledged to hire veterans. Show-Me Heroes is administered by the Missouri Division of Workforce Development in partnership with Missouri National Guard and under the directorship of MONG Lt. Col. Alan Rolfing.

The program offers businesses an opportunity to take the 'Show-Me Heroes pledge.' Then the business is listed prominently in an online database, highlighting veteran-friendly employers across Missouri. Employers also receive a special certificate, signed by the Governor, and a decal to display at their location. Beyond the employer directory, the Show-Me Heroes Web site includes additional resources for job-seeking veterans. "Missouri's veterans are trained, dedicated and ready to work," Gov. Nixon said. "As we continue our efforts to turn this economy around, I am committed to getting our veterans back on the job. I ask every employer in Missouri to visit MO.gov today to take the Show-Me Heroes pledge." Show-Me Heroes is just the

latest in a series of steps Missouri has taken to become a premiere veteran friendly state.

DWD welcomed new Veterans Program Coordinator, Shams Chughtai in 2010. Missouri's Veterans Program provides employment and training opportunities for veterans through the Missouri Career Centers. Annually, over 37,000 veterans are provided these services. The program also provides outreach to ensure veterans receive preference in job referral and other services.





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The Disabled Veteran Outreach Program (DVOP) assists veterans with employment-related testing, training information, skills assessments, referrals and case management. Local Veteran Employment Representatives (LVERs) work with local businesses and veterans to provide individuals with intensive employment assistance and job search information. Our local veteran staff specialize in matching employer needs with those veterans making the transition from military to civilian work.

At the 2010 Governor's Conference on Economic Development, Governor Nixon presented five outstanding Service to Veterans Awards to recognize excellence in providing career assistance to our veteran population.

Jobs for Missouri Graduates (JMG) is Missouri's award-winning drop-out prevention and workforce preparation program for at-risk youth. Delivered in the classroom through the support of school and business partnerships, JMG teaches skills in 37 core competencies, preparing students for the workplace, the military or post-secondary education. During school year 2009–2010, the program served approximately 593 participants, including

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showmeheroes.mo.gov

MISSOURI Hires Its Veterans

SHOW-ME HEROES

385 high school seniors with a graduation rate of 94.81%—exceeding the national standard of 90%. JMG has been awarded the highest Accreditation Status, and in 2010 received five awards at the Jobs for America's Graduates (JAG) National Training Seminars, including "5 of 5" performance goals. JMG has served more than 3,400 students since its inception in 2005 and is being offered at ten sites during school year 2010–2011.

Missouri Employment and Training Program (METP): DWD provides workforce services to Food Stamp recipients, ages 16–60, who are required by Missouri's Family Support Division to register for work and participate in up to eight weeks of individual job search activity.





MANAGING TO OPTIMIZE WORKFORCE SYSTEM PERFORMANCE

Missouri's workforce leaders know that achieving excellent outcomes is of vital importance. DWD is required to report outcomes obtained by customers of its Workforce Investment Act and Wagner-Peyser Act programs (shown in the following tables). Effectively managing the workforce system's performance is made possible by some innovative products.

The workforce system utilizes a decision support tool called **MoPerforms**, designed specifically for Missouri. MoPerforms provides an extensive ability to view and analyze data



by workforce program as well as state and local region. Other features allow further analysis and data verification/validation.

Over the past year, DWD has refined the **JobStat** process by which state and local performance representatives use MoPerforms to identify improvement opportunities and best practices.

Throughout 2010, DWD has been relying more on the data management system for the **Continuous Improvement Review** (CIR) program oversight process. Program monitors are able to glean much of the

required information from the web-based data management system as opposed to relying on a review of hard copy files.

The CIR team is now able to access the State Social Services, Employment Security and Department of Revenue databases in order to strengthen this ability to streamline validation of data. This has reduced the amount of time spent in the field and allowed the monitors to expand the scope of CIRs.

This new process allowed the State to receive an approval of a two-year pilot project--as part of the Next Generation Career Center initiative mentioned earlier--to test the feasibility of a paperless streamlined eligibility documentation process. We envision that this integrated holistic review process will foster and support the NGCC skills-based integrated service delivery processes.

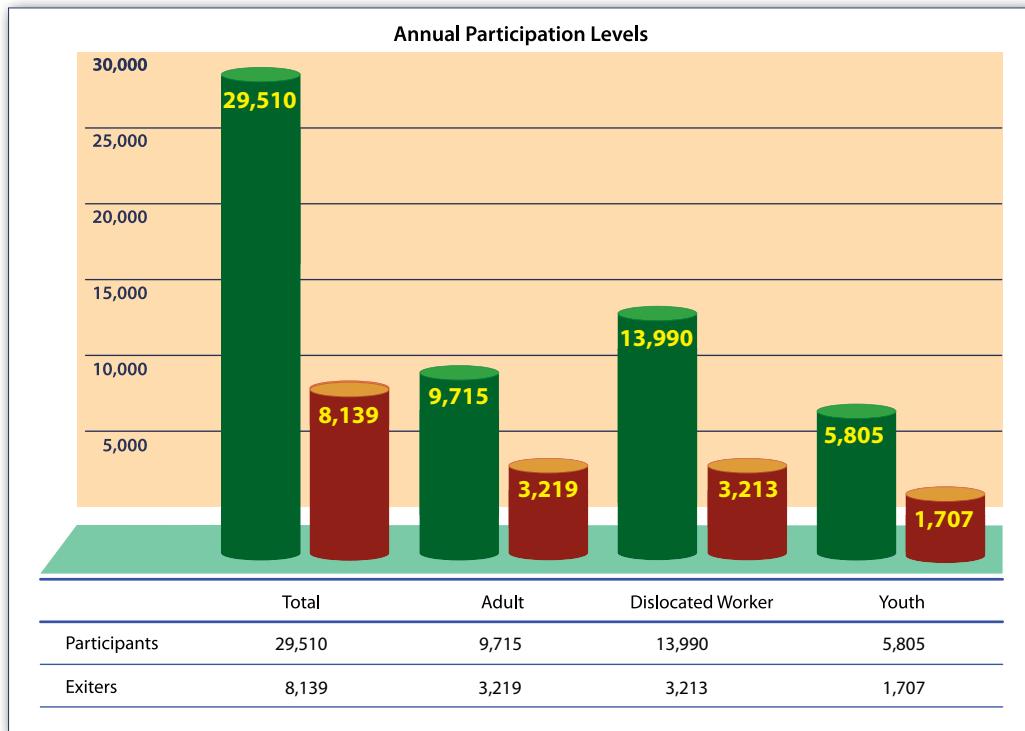


The following performance reporting elements are required by the U.S. Department of Labor and prepared by the DWD Performance and Research Unit, September 2010.

Common Measures: Missouri's performance results for the Common Measures of Employment, Retention and Earnings during Program Year (PY) 2009, are submitted on-line through the Enterprise Business Support System (EBSS). The participant level for WIA participants in PY 2009 increased 36% over PY 2008. [Workforce Performance Data page 22.](#)

Participant Characteristics: The following Table 1 represents the total number of WIA participants served in Missouri from July 1, 2009 to June 30, 2010 (PY 2009). Exiters and participants are shown separately for total served and for the three funding streams of Adult, Dislocated Worker and Youth customers.

Table 1: Missouri Participants in WIA Programs for Program Year 2009



Note: Row cells do not sum to total due to program co-enrollment.



STATE PROGRAM EVALUATION ACTIVITIES

In addition to our regular Continuous Improvement Review process (Monitoring efforts), the Division opted to further evaluate progress based on data that is gathered within our Toolbox 2.0 tracking system. With the tools at hand (JobStat staff and MoPerforms Decision Support Tool), we are able to quantify evaluation and target those evaluations toward prioritized efforts.

During PY'09, Missouri implemented a push toward more Training activities being made available for our customers. The policy set forth in DWD Issuance 02-2009, required that at least 50% of WIA Adult and Dislocated Workers be enrolled into a Training Activity. Preliminary evaluation of each Local Workforce Investment Area's compliance with this rule is positive. Only one Region is below the 50% threshold, due to a misinterpretation of training activities, and that Region's efforts will in fact need to be re-evaluated. Additionally, the Division's PY'09 Incentive policy includes reference to the 50% participant rule. It also encourages additional use of On-the-Job Training at an increased participant level over the prior year of at least 50%. This emphasis on Training and gaining of additional skills by participants will continue during the upcoming year. Proposed Incentive Policy will include both a training emphasis and a skill enhancement activities emphasis and the evaluation of those benchmarks will be a basis for incentive funds in PY'10.

Further evaluation of the outcomes of those participants engaged in training activities is being undertaken this fall. As we add the emphasis on "skill enhancement" activities, we are targeting the Spring of 2011 to further evaluate the effectiveness of that emphasis, relative to Common Measures Outcomes.

Missouri has also applied for a Workforce Data Quality Initiative (WDQI) grant to further enhance our ability to evaluate things like service mix, demographic make-up, employment trends, educational inputs and overall output/outcome data. The long term nature of this grant, should it be funded, will lead to significant in-depth evaluation of the entire workforce system in Missouri. Preparation for the grant has already identified several evaluation priorities that are being considered.

Cost Of Workforce Investment Activities

Cost-Benefit Comparison: Placing a monetary value on participation in WIA and summer youth workforce programs must take into account total dollars expended (whether measured as totals or averages) as well as the number of participants served and services provided during a specific time frame. One way of comparing costs to benefits is to examine the average cost per service and per client for each program. This is displayed at the top of the next page in Table 2.

The differences in perceived efficiency in cost-benefit can be explained by examining the type and number of services provided. About 32% and 31% of total Adult and Dislocated Worker services, respectively, are initial assessments. In the Youth population, an initial assessment is not a reportable service, and thus is not counted in Table 2. Initial

assessment services typically are among the least costly services provided through WIA. A large number of this type of service, compared to smaller numbers of more expensive services, account for the seemingly more efficient use of funds in the Adult and Dislocated Worker populations. In addition, experience has shown that Youth participants tend to be in the system longer than Adult or Dislocated Worker participants and thus receive more services, reflecting additional variance in costs.

Any cross-program comparison of cost per-service or cost per-client must be viewed in the context of differences in program focus, participant need, and participant case management. Each program focus is fundamentally different. In the Youth program, more emphasis is placed on the attainment of global, general skill sets. The objective of the program is to build



Table 2: Average Costs

Program Category	Average Cost Per Service	Average Cost Per Referral	Average Cost Per Client
Adult	\$555	\$142	\$2,260
Dislocated Worker	\$547	\$94	\$1,945
Youth	\$1,978	\$467	\$2,520

Note: Based on gross, average calculations

a foundation for life-long learning and employability, whereas the emphasis of the Adult and Dislocated Worker programs is more an immediate return to productive and substantial employment. These differences in focus also affect the cost per-client, cost per-referral and cost-per-service averages and should be considered just a few of the external impacts on the data which should be taken into consideration during an objective evaluation of the benefits of programs, compared to costs.

Return on Investment: Missouri has determined that one measure of an adequate return on investment is the Internal Rate of Return (IRR), which represents the rate for generating a zero net present value for a series of future cash flows. The Internal Rate of Return may be simply thought of as the growth rate a project is expected to generate. This effectively means that IRR is the rate of return that makes the sum of the present value of future cash flows and the final market value of an investment equal. It estimates current market values. The IRR technique compares the annualized "total earnings" (numerator of the earnings average,

times two) for the Adult, Dislocated Worker and Youth programs as a positive value of a stream of cash flows, generated from an investment against the cost of capital (or hurdle rate), which is the local allocation of funds for the previous and current years. Typically, the higher the IRR of a project, the more likely it would be considered, and the more willing Missouri would be to undertake it. If a project's internal rate of return is higher than its cost of capital, that indicates the organization deems it as having overall positive value. Assuming that most wage earners will be paid from stream cash flows, in this analysis it is discovered that there is an increase in exiter earnings of approximately 55 percent. This could be stated that for every dollar invested, a \$2 gain was generated. This formula has proven to be adequate for both the Adult and Dislocated Worker populations in local Workforce Investment Areas. Missouri preferred the IRR method for the ROI calculation because it takes into account the timing of the costs and the benefits. The State will continue to analyze this approach in the future and its use in other program evaluations to see if it continues to be a useful measure.



Assurances on Uniform Reporting:

In addition to ETA's quarterly WIA and Wagner-Peyser performance reporting through the Common Measures, Missouri takes an extra step of providing monthly program evaluations through MoPerforms, a web-based reporting tool. To ensure that performance information received by ETA and available through MoPerforms is of optimal accuracy, DWD research staffs continue to utilize a comprehensive and standardized procedure of reviewing and checking participant data and performance measure rates that was first implemented during PY 2008.

Verification for workforce program data consists of two stages: 1) error detection and correction of selected characteristics of data files for monthly upload to MoPerforms, ETA quarterly and annual reporting, and ARRA-related reporting, and 2) re-calculation of the performance measure rates generated by federal reporting software and those displayed on MoPerforms after upload, as well as participant counts on the ARRA monthly reports.

Statistical management programs (using SAS® software) are developed and used to check for completeness of the data file and for a range of critical data errors (e.g., extraneous

characters, out-of-range values, errors preventing data readability, missing values, and anomalous frequency distributions). Building the data check process has been an iterative process; checks are regularly added based on examinations of new data files or on newly discovered problems uncovered by data users.

Verification of performance measure outcomes involves two staff members using different statistical and query software to calculate each of the WIA and Wagner-Peyser common performance measures, after which discrepancies are investigated and resolved. Current performance outcomes display on MoPerforms serve as an additional check. Accuracy of data on the monthly ARRA report is also verified by two staff members using different programming to produce the report, and detecting and resolving the sources of discrepancies. When necessary, DWD Management Information Systems (MIS) staff produce corrected data files which are then subjected to the same standard data checking and editing procedure.

In order for ETA to obtain more complete and "real time" information on the impact of ARRA on the workforce system, DWD was required as of the third quarter of PY 2009 to submit on a quarterly, rather than a yearly, schedule a



file of individual WIA participants containing ETA-specified data elements (the WIASRD). Successful submission of the file requires that critical reject errors and information that generates warnings in ETA's electronic edit-check system be eliminated before final submission. DWD developed new in-house error-checking programs to identify necessary corrections and omissions in the data and, in cooperation with DWD MIS, tallied and corrected those data elements for successful and timely file submissions.

Reporting requirements for ARRA-funded Youth activities are significantly different from that required under the WIA program (counts of participant demographics and services received with only two outcome rates). A new database was created in 2008 specifically for that reporting, with periodic updating. The process does require similarly collaboration and diligence among DWD Research Analysts and MIS staff. Communication, monitoring and adjustment with the ETA federal office is effective and ongoing in accurately reporting this data.

WAIVERS

The Secretary of Labor has the authority to grant states limited statutory and regulatory waivers of WIA and the Wagner-Peyser Act. During PY 2009, Missouri had four WIA waivers that were approved by the U.S. DOL through June 30, 2010, with two additional waivers that were temporarily approved for summer-employment related activities, also ending June 30, 2010. Two of these four waivers were automatically given to the states. These waivers are: Common Measures and the Use of Individual Training Accounts for Older and Out-of-School Youth have been fully implemented statewide. The other two approved waivers were: the Transfer of up to 50% between Adult and Dislocated Worker program funds, and an On-the-Job Training (OJT) Reimbursement waiver that helps businesses increase their workforce by providing assistance with training costs when hiring new WIA participants.

During PY 2009, no regions used the "Transfer" waiver due to the economic downturn during this time. However, the OJT program increased activity by serving 302 new OJT participants, an increase of 38% from the previous year. A total of 450 OJT participants were served during PY'09 (this includes carryovers) for a significant 54.4% increase in participants served over last year.

The two temporarily approved Youth waivers for the summer of 2009 (PY 2008/PY 2009) assisted the local regions in quickly implementing Youth summer activities, including the State Parks Youth Corps program.

WORKFORCE SYSTEM PERFORMANCE DATA

Performance measurement as a tool of public management has a long history. Its primary goal has always been accountability—to legislative bodies, taxpayers, and program stakeholders. Missouri has chosen to be a leader in its workforce system early on in acceptance and adoption of a performance measures strategy known as Common Measures.

The Common Measures include metric areas surrounding basic service categories for Adults, Dislocated Workers and Youth customers. For each group there are placement, retention and earnings measures, resulting in the nine Common Measures.

Missouri excelled in Program Year 2009 in its measures statewide, based on maintaining generally higher rates of goal achieved; especially while experiencing a downturn in the economy.

Missouri has met its statewide planned achievement goals because it met or exceeded each projected measure by at least 80% of goal or better.

The workforce investment regions, geographic components of Missouri's whole, did experience some decline in achieving their planned performance measures in Program Year 2009. The detailed outcomes and percentages are displayed in the accompanying tables.

Workforce experts and analysts have agreed over time that there are a few basic generalized reasons for failing to meet these workforce system measures. Some may be directly applicable to certain regions this year.

Generally not serving enough participants is the most significant and common reason for failing to meet any of these measures. System practices and policies over time to manage the outcomes are often barriers to the gain that could be achieved by serving simply a larger pool of customers. Above all philosophical solutions, the Next Generation Career Center model directly addresses this matter by vastly increasing the number of individuals being served and conceivably drawing a larger pool of participants for all measures.

Next, populations exhibiting disproportionately higher groups of low income, limited English proficiency, minorities, and low literacy functioning individuals have difficulty meeting perceived measurement goals. This is borne out across the entire country, and metropolitan areas in Missouri are no exception.

Finally, over the last two years, the declining economic condition of the nation has emerged in Missouri and it is evident there are fewer jobs than ever for many of our disadvantaged clients.

As in all previous years, in the case of any missed measure, the Division of Workforce Development will be assembling and deploying teams of resource experts to determine the underlying causes of regional performance decline and providing appropriate technical assistance to bring about corrective actions.

State of Missouri

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	72.53%	84.00%	86.4%	1,706	2,352
WIA Dislocated	79.66%	89.00%	89.5%	1,809	2,271
Wagner Peyster	58.11%	65.00%	89.4%	115,411	198,617
Trade Act	60.93%	73.00%	83.5%	864	1,418
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	81.38%	83.00%	98.0%	2,015	2,476
WIA Dislocated	88.01%	89.00%	98.9%	1,586	1,802
Wagner Peyster	76.83%	81.00%	94.9%	103,080	134,162
Trade Act	80.10%	91.00%	88.0%	922	1,151
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$11,117	\$9,455	117.6%	19,710,457	1,773
WIA Dislocated	\$13,746	\$13,016	105.6%	19,478,603	1,417
Wagner Peyster	\$11,207	\$10,143	110.5%	1,155,071,139	103,063
Trade Act	\$14,994	\$14,050	106.7%	13,734,824	916
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	68.39%	62.00%	110.3%	1,069	1,563
Attainment of Degree or Certificate	49.54%	43.00%	115.2%	587	1,185
Literacy and Numeracy Gains	50.65%	35.00%	144.7%	273	539

Central Region

Entered Employment		Outcome	LWIA Plan	% Achieved	num	den
WIA Adult		79.23%	84.00%	94.3%	103	130
WIA Dislocated		90.80%	86.00%	105.6%	227	250
Wagner Peyster		59.72%	66.00%	90.5%	23,50	39,348
Trade Act		73.54%	73.00%	100.7%	139	189
Employment Retention		Outcome	LWIA Plan	% Achieved	num	den
WIA Adult		82.59%	81.00%	102.0%	185	224
WIA Dislocated		90.18%	90.00%	100.2%	248	275
Wagner Peyster		77.95%	80.00%	97.4%	18,089	23,206
Trade Act		84.97%	91.00%	93.4%	164	193
Average Earnings		Outcome	LWIA Plan	% Achieved	num	den
WIA Adult		\$10,909	\$9,776	111.6%	1,843,574	169
WIA Dislocated		\$11,647	\$11,055	105.4%	2,655,620	228
Wagner Peyster		\$11,690	\$9,291	125.8%	211,399,273	18,084
Trade Act		\$11,539	\$14,950	82.1%	1,892,406	164
WIA Youth		Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed		78.05%	62.00%	125.9%	96	123
Attainment of Degree or Certificate		37.10%	43.00%	86.3%	46	124
Literacy and Numeracy Gains		12.50%	35.00%	35.7%	2	16

East Jackson County

Entered Employment		Outcome	LWIA Plan	% Achieved	num	den
WIA Adult		94.44%	84.00%	112.4%	68	72
WIA Dislocated		94.03%	89.00%	105.7%	63	67
Wagner Peyster		53.99%	60.00%	90.0%	1,693	3,506
Trade Act		75.00%	73.00%	102.7%	3	4
Employment Retention		Outcome	LWIA Plan	% Achieved	num	den
WIA Adult		94.74%	51.00%	117.0%	90	95
WIA Dislocated		96.83%	83.00%	116.7%	61	63
Wagner Peyster		77.42%	78.00%	99.3%	2,101	2,830
Trade Act		80.00%	91.00%	67.9%	4	5
Average Earnings		Outcome	LWIA Plan	% Achieved	num	den
WIA Adult		\$13,345	\$9,415	141.7%	1,027,589	77
WIA Dislocated		\$14,724	\$14,000	105.2%	706,742	48
Wagner Peyster		\$11,213	\$11,250	99.7%	24,557,537	2,199
Trade Act		\$16,056	\$14,050	114.3%	64,223	4
WIA Youth		Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed		70.27%	62.00%	113.3%	26	37
Attainment of Degree or Certificate		70.59%	43.00%	164.2%	24	34
Literacy and Numeracy Gains		64.29%	35.00%	183.7%	9	14

Jefferson/Franklin Consortium

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	71.88%	84.00%	85.6%	46	64
WIA Dislocated	73.86%	89.00%	83.0%	65	88
Wagner Peyster	60.72%	67.00%	90.6%	2,473	4,073
Trade Act	52.38%	73.00%	71.8%	66	126
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	95.24%	85.00%	112.0%	60	63
WIA Dislocated	92.75%	88.00%	105.4%	64	69
Wagner Peyster	76.12%	84.00%	90.6%	2,764	3,631
Trade Act	71.26%	91.00%	78.3%	62	87
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$13,886	\$11,330	122.6%	777,605	56
WIA Dislocated	\$14,478	\$13,568	106.7%	810,767	56
Wagner Peyster	\$11,812	\$11,494	102.8%	32,648,537	2,764
Trade Act	\$19,772	\$14,050	140.7%	1,225,878	62
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	47.83%	62.00%	77.1%	11	23
Attainment of Degree or Certificate	57.14%	43.00%	132.9%	20	35
Literacy and Numeracy Gains	50.00%	35.00%	142.9%	1	2

Kansas City and Vicinity

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	72.58%	82.00%	88.5%	495	682
WIA Dislocated	80.54%	89.00%	90.5%	327	406
Wagner Peyster	51.11%	55.00%	92.9%	7,004	13,705
Trade Act	100.00%	73.00%	137.0%	16	16
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	78.85%	79.00%	99.8%	410	520
WIA Dislocated	88.21%	81.00%	108.9%	187	212
Wagner Peyster	73.05%	75.00%	97.4%	6,981	9,557
Trade Act	89.47%	91.00%	98.3%	17	19
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$11,199	\$10,029	111.7%	3,438,048	307
WIA Dislocated	\$12,333	\$12,875	95.8%	1,664,992	135
Wagner Peyster	\$10,939	\$10,390	105.3%	76,339,931	6,979
Trade Act	\$32,267	\$14,050	229.7%	548,536	17
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	65.72%	62.00%	106.0%	186	283
Attainment of Degree or Certificate	67.01%	43.00%	155.8%	132	197
Literacy and Numeracy Gains	19.64%	35.00%	56.1%	11	56

Northeast Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	76.60%	84.00%	91.2% +	36	47
WIA Dislocated	72.73%	89.00%	81.7% +	112	154
Wagner Peyster	58.71%	67.00%	87.6% +	3,437	5,854
Trade Act	72.34%	73.00%	99.1% +	68	94
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	82.81%	86.00%	96.3% +	53	64
WIA Dislocated	84.03%	87.00%	96.6% +	100	119
Wagner Peyster	76.15%	79.00%	96.4% +	4,278	5,618
Trade Act	87.10%	91.00%	95.7% +	54	62
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$12,801	\$10,100	126.7% +	665,664	52
WIA Dislocated	\$11,671	\$11,658	100.1% +	1,097,095	94
Wagner Peyster	\$10,622	\$8,785	120.9% +	45,440,585	4,278
Trade Act	\$12,996	\$14,050	92.5% +	701,759	54
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	64.58%	62.00%	104.2% +	31	48
Attainment of Degree or Certificate	58.49%	43.00%	136.0% +	31	53
Literacy and Numeracy Gains	18.18%	35.00%	51.9% -	2	11

Northwest Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	69.09%	80.00%	86.4% +	38	55
WIA Dislocated	75.32%	88.00%	85.6% +	58	77
Wagner Peyster	60.75%	66.00%	92.0% +	3,924	6,459
Trade Act	83.33%	73.00%	114.2% +	10	12
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	91.03%	82.00%	111.0% +	71	78
WIA Dislocated	92.11%	90.00%	102.3% +	70	76
Wagner Peyster	75.87%	80.00%	94.8% +	4,712	6,211
Trade Act	89.47%	91.00%	98.3% +	17	19
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$12,876	\$9,811	131.2% +	798,303	62
WIA Dislocated	\$13,852	\$11,967	115.8% +	886,537	64
Wagner Peyster	\$10,609	\$9,437	112.4% +	49,989,801	4,712
Trade Act	\$10,797	\$14,050	76.8% -	183,545	17
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	75.00%	62.00%	121.0% +	36	48
Attainment of Degree or Certificate	60.66%	43.00%	141.1% +	37	61
Literacy and Numeracy Gains	44.44%	35.00%	127.0% +	8	18

Ozark Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	87.50%	84.00%	104.2%	91	104
WIA Dislocated	75.81%	89.00%	85.2%	94	124
Wagner Peyster	57.71%	69.00%	83.6%	6,679	11,574
Trade Act	76.92%	73.00%	105.4%	30	39
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	89.01%	85.00%	104.7%	91	91
WIA Dislocated	89.42%	90.00%	99.4%	93	104
Wagner Peyster	77.37%	80.00%	96.7%	7,942	10,265
Trade Act	95.24%	91.00%	104.7%	40	42
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$12,052	\$9,370	128.6%	879,829	73
WIA Dislocated	\$11,418	\$11,133	102.6%	993,390	87
Wagner Peyster	\$10,485	\$9,500	110.4%	83,268,352	7,942
Trade Act	\$11,456	\$14,050	81.5%	458,251	40
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	71.29%	62.00%	115.0%	72	101
Attainment of Degree or Certificate	58.82%	43.00%	136.8%	50	85
Literacy and Numeracy Gains	63.16%	35.00%	180.5%	24	38

South Central Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	80.28%	84.00%	95.6%	57	71
WIA Dislocated	89.47%	91.00%	98.3%	102	114
Wagner Peyster	57.12%	63.00%	90.7%	3,326	5,823
Trade Act	71.29%	73.00%	97.7%	72	101
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	89.66%	77.00%	116.4%	78	87
WIA Dislocated	96.25%	84.00%	114.6%	77	80
Wagner Peyster	74.80%	77.00%	97.1%	3,479	4,651
Trade Act	84.88%	91.00%	93.3%	73	86
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$10,931	\$7,800	140.1%	655,868	60
WIA Dislocated	\$10,271	\$9,548	107.6%	657,332	64
Wagner Peyster	\$9,605	\$8,500	113.0%	33,407,721	3,478
Trade Act	\$10,950	\$14,050	77.9%	777,440	71
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	69.62%	62.00%	112.3%	55	79
Attainment of Degree or Certificate	38.71%	43.00%	90.0%	24	62
Literacy and Numeracy Gains	34.62%	35.00%	98.9%	9	26

Southeast Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	84.87%	78.00%	108.8%	101	119
WIA Dislocated	89.78%	87.00%	103.2%	167	186
Wagner Peyster	57.40%	61.00%	94.1%	6,754	11,767
Trade Act	82.12%	73.00%	112.5%	147	179
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	86.39%	79.00%	109.4%	127	147
WIA Dislocated	92.24%	89.00%	103.6%	107	116
Wagner Peyster	75.55%	77.00%	98.1%	7,411	9,810
Trade Act	85.00%	91.00%	93.4%	136	160
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$10,752	\$8,840	121.6%	1,182,705	110
WIA Dislocated	\$12,247	\$10,854	112.8%	1,065,523	87
Wagner Peyster	\$9,869	\$8,740	112.9%	73,126,916	7,410
Trade Act	\$14,169	\$14,050	100.8%	1,870,300	132
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	76.27%	62.00%	123.0%	90	118
Attainment of Degree or Certificate	78.13%	43.00%	181.7%	75	96
Literacy and Numeracy Gains	76.19%	35.00%	217.7%	64	84

Southwest Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	66.67%	82.00%	81.3%	14	21
WIA Dislocated	71.15%	88.00%	80.9%	37	52
Wagner Peyster	53.59%	63.00%	85.1%	2,398	4,475
Trade Act	56.36%	73.00%	77.2%	31	55
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	84.62%	76.00%	111.3%	22	26
WIA Dislocated	80.60%	80.00%	100.7%	54	67
Wagner Peyster	73.87%	77.00%	95.9%	3,146	4,259
Trade Act	94.03%	91.00%	103.3%	63	67
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$11,484	\$8,304	138.3%	241,161	21
WIA Dislocated	\$11,745	\$10,955	107.2%	610,741	52
Wagner Peyster	\$9,879	\$9,149	108.0%	31,068,322	3,145
Trade Act	\$10,741	\$14,050	76.4%	676,693	63
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	66.67%	62.00%	107.5%	54	81
Attainment of Degree or Certificate	66.67%	43.00%	155.0%	62	93
Literacy and Numeracy Gains	53.85%	35.00%	153.8%	7	13



St. Charles County

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	54.55%	74.00%	73.7%	6	11
WIA Dislocated	88.89%	89.00%	99.9%	80	90
Wagner Peyster	63.29%	71.00%	89.1%	2,479	3,917
Trade Act	58.82%	73.00%	80.6%	30	51
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	86.36%	81.00%	106.6%	19	22
WIA Dislocated	94.38%	92.00%	102.6%	84	89
Wagner Peyster	79.21%	87.00%	91.1%	2,702	3,411
Trade Act	79.07%	91.00%	86.9%	34	43
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$12,395	\$13,000	95.3%	235,501	19
WIA Dislocated	\$18,891	\$16,784	112.6%	1,435,737	76
Wagner Peyster	\$12,474	\$13,480	92.5%	33,705,163	2,702
Trade Act	\$22,493	\$14,050	160.1%	764,746	34
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	50.00%	62.00%	80.6%	4	8
Attainment of Degree or Certificate	66.67%	43.00%	155.0%	2	3
Literacy and Numeracy Gains	50.00%	35.00%	142.9%	1	2

St. Louis City

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	74.39%	84.00%	88.6%	337	453
WIA Dislocated	68.12%	89.00%	76.5%	47	69
Wagner Peyster	52.60%	58.00%	90.7%	6,513	12,381
Trade Act	60.00%	73.00%	82.2%	24	40
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	79.27%	82.00%	96.7%	459	579
WIA Dislocated	73.08%	86.00%	85.0%	38	52
Wagner Peyster	74.84%	78.00%	96.0%	6,313	8,435
Trade Act	72.50%	91.00%	79.7%	29	40
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$11,127	\$8,753	127.1%	4,784,605	430
WIA Dislocated	\$14,507	\$12,662	114.6%	507,736	35
Wagner Peyster	\$9,750	\$8,850	110.2%	61,515,491	6,309
Trade Act	\$13,108	\$14,050	93.3%	380,140	29
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	72.49%	62.00%	116.9%	195	269
Attainment of Degree or Certificate	30.08%	43.00%	70.0%	37	123
Literacy and Numeracy Gains	70.51%	35.00%	201.5%	110	156

MissouriCareerSource.com is the state's on-line job matching system. Job seekers can utilize the convenient registration process to match against thousands of career opportunities, or browse job openings by several criteria. Businesses can use the system's job order capability to match qualified job seekers with specific requirements. MissouriCareerSource.com provides immediate access to the largest pool of job seekers and job openings in Missouri. Additionally, there is one-on-one assistance available from Missouri Career Center staff and the service is free.

St. Louis County

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	60.20%	80.00%	75.3%	295	490
WIA Dislocated	71.58%	89.00%	80.4%	393	549
Wagner Peyster	58.61%	66.00%	88.8%	9,146	15,604
Trade Act	52.04%	73.00%	71.3%	102	196
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	74.55%	82.00%	90.9%	331	444
WIA Dislocated	84.13%	89.00%	94.5%	371	441
Wagner Peyster	78.45%	83.00%	94.5%	10,019	12,771
Trade Act	75.96%	91.00%	83.5%	139	183
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$9,174	\$9,002	101.9%	2,834,811	309
WIA Dislocated	\$16,605	\$15,075	110.2%	6,027,759	363
Wagner Peyster	\$12,721	\$12,000	106.0%	127,456,413	10,019
Trade Act	\$17,786	\$14,050	126.6%	2,472,249	139
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	62.41%	62.00%	100.7%	176	282
Attainment of Degree or Certificate	19.64%	43.00%	45.7%	33	168
Literacy and Numeracy Gains	26.25%	35.00%	75.0%	21	80

West Central Region

Entered Employment	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	57.58%	65.00%	67.7%	19	33
WIA Dislocated	82.22%	90.00%	91.4%	37	45
Wagner Peyster	56.18%	65.00%	86.4%	4,347	7,729
Trade Act	71.43%	73.00%	97.8%	35	49
Employment Retention	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	80.56%	84.00%	95.9%	29	36
WIA Dislocated	82.35%	93.00%	88.2%	32	39
Wagner Peyster	76.34%	78.00%	97.5%	5,671	7,458
Trade Act	92.50%	91.00%	101.6%	37	40
Average Earnings	Outcome	LWIA Plan	% Achieved	num	den
WIA Adult	\$12,328	\$9,880	124.8%	345,195	28
WIA Dislocated	\$12,808	\$10,955	116.9%	358,631	28
Wagner Peyster	\$10,166	\$9,614	105.7%	57,650,483	5,671
Trade Act	\$10,789	\$14,050	76.8%	399,208	37
WIA Youth	Outcome	LWIA Plan	% Achieved	num	den
Placement in Employment or Ed	58.73%	62.00%	94.7%	37	63
Attainment of Degree or Certificate	27.45%	43.00%	63.8%	14	51
Literacy and Numeracy Gains	17.39%	35.00%	49.7%	4	23

Missouri Division of Workforce Development
Department of Economic Development

421 E. Dunklin St.
Jefferson City, MO 65102
<http://workforce.mo.gov>
www.MissouriCareerSource.com



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